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BRITISH COLUMBIA

Performance Plan 2001/2004

Intergovernmental Relations Secretariat

April 30, 2001

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Transmittal Letter

April 30, 2001

The Honourable Garde B. Gardom, Q.C. Lieutenant-Governor of British Columbia:

Pursuant to the *Budget Transparency and Accountability Act* (section 13), I have the honour of submitting the Performance Plan of the Intergovernmental Relations Secretariat for the period April 1, 2001 to March 31, 2004.

Hon. Ian Waddell
Minister of Intergovernmental Relations

Strategic Context

Vision

The Intergovernmental Relations Secretariat's (IGRS) vision statement views IGRS as providing intergovernmental expertise and strategic direction for the Government of British Columbia in positioning our province as:

- A proactive national leader, a full and equal partner in the Canadian confederation and a pivotal player in its future development;
- An effective advocate for advancing and enhancing British Columbia's interests and priorities;
- Having a strong role in international relations, particularly with the United States of America, with an approach that emphasizes cultural, economic and other links while promoting the government's strategic priorities;
- The leader in Canadian trade and cultural relations with Asia-Pacific countries; and,
- A leader in matters of protocol, ceremonial events management and Legislative Precinct services.

Mission

- To advance British Columbia's priorities with other Canadian and international governments through leadership in developing and delivering intergovernmental strategies; and,
- To manage provincial protocol activities, official honours and awards, and conferences and events, and to provide access, information and public tours for the Parliament Buildings and precinct.

Values

The following values are central to the work of IGRS:

- Leadership
- Responsiveness
- Teamwork
- Flexibility
- Professionalism
- Expertise
- Creativity

Environmental Scan

Introduction

- Intergovernmental relations take place in the context of global, national and regional events and trends. Some of the key aspects of the intergovernmental relations environment are noted below.

International Environment

- Globalization
  - Increasing global economic integration
  - Global influence of large corporations
- Technology
  - Evolution of e-business
  - Global communications
- More competitive/declining global markets for B.C. resources
  - Increasing competition from lower cost producers
  - Ongoing weakness in traditional markets in Asia
  - Increasing visibility of trade related concerns in international markets (e.g. lumber, salmon)
- Increasing significance of lobby groups and protest activities
  - Concerns over the "international corporate agenda", human rights, social issues
  - Increasing influence on environmental and natural resource agendas (e.g. purchaser campaigns, certification drives)

Cross Border Environment

- Increasing dependence on the U.S. market (exports to the U.S. rose from 42% to 63% of provincial total exports between 1990 and 1998)
  - Declines in Asian market resulting from economic slowdown
  - Robust U.S. economy is slowing down
- Influence of the U.S. policy agenda
  - National and regional pressures in areas of ongoing concern: energy, natural resources, security, trade
  - Increasing visibility and influence of Mexico in the U.S.
- Focus on regional interests
  - Increasing regional economic interests
  - Ongoing cooperation on shared concerns such as transportation corridors, cross-border movement of people and goods, environment, etc.
  - Assumption of more active roles in transboundary organizations like Pacific North West Economic Region (PNWER)
  - Expanding interest in cooperation with neighbouring jurisdictions at the working level (through formal mechanisms, like the B.C./Washington Environmental Cooperation Council, and ad hoc arrangements like regional conferences)

National and Provincial Environment

- British Columbia's view
  - British Columbians have a strong commitment to Canada
  - British Columbia's isolation from Ottawa is felt in many ways:
    - Limited recognition, if any, of B.C.'s concerns or voice in federal decisions affecting British Columbians
    - Limited representation on federal or national bodies, boards and commissions that make decisions affecting British Columbians
    - Values and concerns of British Columbians are sometimes not shared with the rest of Canada (possibly a reflection of B.C.'s unique population make-up)
- The federal government view of British Columbia
  - British Columbia is viewed as a strong supporter of national unity, while at the same time being a vigorous proponent of provincial interests
  - British Columbia is seen as an advocate for maintaining national social programs
  - British Columbia is seen as a strong proponent of fiscal fairness and equality of the provinces
- Health Care
  - Pressures to reform the health care system are expected to continue over the next several years driven by factors such as:
    - Aging of the population
    - Demands to broaden the range of insured services, (e.g., home care, Pharmacare, community care)
    - Technological advances that translate into greater cost pressures for more sophisticated medical approaches, services and equipment
- Fiscal imbalance between orders of government
  - Provinces are responsible for delivering costly, high-demand programs such as health, education, social assistance and infrastructure yet the provinces have less revenue than the federal government to fulfil these responsibilities
- Regionalism
  - Growing tendency of regions to vote and act independently of other regions
- Conflicting pressures
  - Greater provincial autonomy vs. national standards

Goals, Objectives and Performance Measures

Federal - Provincial Priorities

Goal:
To develop and coordinate B.C.'s relations with the federal government, other provincial governments and territories according to the vision of the Intergovernmental Relations Secretariat and in an effort to achieve its goals, mission and mandate.

OBJECTIVES	STRATEGIES / MAIN ACTIVITIES	PERFORMANCE MEASURES	TARGET
Ensure a corporate perspective in B.C.'s federal-provincial relations to enhance the Province's ability to influence the federal government's decisions impacting B.C.	• Support development of B.C.'s overall intergovernmental approach, with identification of mid-term and long-term priorities • Assess the federal intergovernmental initiatives and identify opportunities and challenges for B.C. • Coordinate federal-provincial relations across government on leading issues	• Improved coherence, consistency and visibility of B.C.'s positions and priorities • Timely knowledge of key intergovernmental issues across government	• Ongoing
Ensure B.C.'s positions are strongly advanced and effectively addressed in intergovernmental discussions and decisions	• Support development of B.C.'s key objectives for Premiers' meetings such as Western Premiers' Conferences and Annual Premiers' Conferences and other intergovernmental meetings • Coordination of preparation of briefing material for Premiers' intergovernmental discussions or meetings	• Profile B.C.'s key objectives and priorities in conference communiqués or records of decisions • Development of interprovincial agreements and/or consensus positions on leading issues reflecting B.C.'s own priorities	• WPCs, APCs, Premiers' intergovernmental meetings or discussions (conference calls)

OBJECTIVES	STRATEGIES / MAIN ACTIVITIES	PERFORMANCE MEASURES	TARGET
Support ministries on specific intergovernmental negotiations as defined by the Premier and Cabinet	• Assist ministry negotiators by developing, monitoring and coordinating B.C.'s positions in these negotiations • Provide information and advice to ministries and ministry negotiators involved in intergovernmental negotiations • Participate directly in key negotiations • Maintain a database on intergovernmental negotiations	• Response by the federal government on the priority issues negotiated on a bilateral basis • Opportunities to profile B.C. priorities are identified and B.C. priorities are reflected in records of decisions of intergovernmental meetings • Meetings of the Interministry Committee on Intergovernmental Issues (IMGRC) • Increase the level of intergovernmental achievements (agreements, memoranda of understanding (MOUs), meetings, etc.) • Negotiations data base is updated quarterly	• As required • Ongoing at key federal-provincial meetings • 6 meetings per year
Advance the interests of B.C. and the provinces participating in national unity initiatives	• Track and analyze Federalism/National Unity issues	• B.C.'s interests reflected in federal initiatives	• Ongoing
Enhance intergovernmental cooperation in support of B.C.'s responsibilities and undertakings with respect to official languages (outside education)	• Support for B.C.'s effective participation at meetings of Ministers responsible for Francophone Affairs • Review and assess progress and implementation of the Canada-B.C. cooperation agreement on official languages • Liaise and consult with stakeholders	• Develop intergovernmental liaison and communication mechanisms • Identify stakeholders and establish liaison mechanisms • Regular review of the Canada-B.C. cooperation agreement • Develop action plans to implement the cooperation agreement	

OBJECTIVES	STRATEGIES / MAIN ACTIVITIES	PERFORMANCE MEASURES	TARGET
Improve and strengthen B.C.'s influence on federal-provincial matters in Ottawa	• Increase the value of B.C. House, Ottawa, by: - providing relevant information and distributing to selected staff in several ministries - assisting Ministers and ministry staff while in Ottawa by facilitating intergovernmental discussions, providing intelligence and logistical support	• Increased participation of B.C. House, Ottawa, in intergovernmental meetings (representing officials and reducing travel costs) resulting in stronger interaction and better relationships with federal officials	• Ongoing
Advance B.C.'s interests on the national agenda at the APC 2001	• Lead policy development team for the APC 2001 (hosted by B.C.) • Work with ministries to achieve a coordinated B.C. approach at the conference • After the conference, lead interprovincial discussions on implementing Premiers' decisions and establish processes and mechanisms to report progress to Premiers	• Effective management of interprovincial activities in response to Premiers' directions	• Ongoing and until August 2002
	• Plan and manage the logistical aspects of the Annual Premiers' Conference in Victoria in August 2001	• Effective management of Conference • Pre-planning • Management Logistics	• August 2001

International Priorities

Goal:

To improve the effectiveness of British Columbia's international relations in support of the attainment of government priorities.

OBJECTIVES	STRATEGIES / MAIN ACTIVITIES	PERFORMANCE MEASURES	Target
Strengthen and support cross-government coordination on international matters	• Establish and support committee of senior officials on inter-national relations	• Systematic, ongoing review and coordination of international relations	• Committee established and meeting regularly by Fall 2001
	• Improve communications with ministries on international strategies and issues	• Interministry reports, surveys, intelligence updates	• As required and appropriate
Improve the effectiveness of B.C./U.S. relations	• Coordinate U.S. relations across government	• Improved coherence, consistency and visibility of B.C.'s positions and priorities in the U.S.	
	• Inform and support Ministries on U.S. relations	• Timely and useful information and advice to Ministries	• As required and appropriate
	• Give strategic advice to Ministries on trans-border issues		
	• Strengthen B.C.'s participation in Pacific North West Economic Region (PNWER)	• Consistent high level B.C. representation at PNWER and CSG(W)	• Strong cross-government support to PNWER/CSG(W) Joint Conference at Whistler, July 2001
	• Establish a strong B.C. presence at the Council of State Governments (West) (CSG(W))	• Increased visibility of B.C. issues, positions and priorities	• 100% senior level participation in PNWER and CSG(W) meetings
		• B.C. best practices, products and image showcased	
	• Identify opportunities and develop proposals for high-level visits	• Regular, effective visits by Premier, Ministers and high level officials to the U.S.	• Minimum 2 high-level visits to/from the region each year, including one at the Premier/Governor level
		• Effective and productive visits by U.S. officials to B.C.	
		• Increased presence and influence in regional issues	

OBJECTIVES	STRATEGIES / MAIN ACTIVITIES	PERFORMANCE MEASURES	Target
Strengthen B.C.'s Asia-Pacific relations	• Develop an Asia-Pacific strategy • Develop proposals for new initiatives	• Improved coordination of Asia-Pacific activities • Implementation of new initiatives	• Strategy developed during 2001 • New initiatives as appropriate
Enhance B.C.'s relations with other key global regions	• Carry out systematic reviews of B.C. interests, relations and opportunities in Mexico and Latin America, and in Europe	• Recommendations for further action	• Review of Mexico and Latin America completed by Spring 2002 • Review of Europe completed by Fall 2002
Improve B.C.'s outreach to the international community	• Undertake regular international dissemination of B.C. news releases and information	• Positive feedback from recipients; requests for continued subscriptions	• Recipient approval
	• Improve cross-government web access for international users	• Implementation of updated government web site design incorporating improved access to international information	• Complete by Fall 2001
	• Develop work plan for, and coordinate, B.C. participation in Canada/South Africa Provincial Twinning Program	• Completion of three year Work Plan • Implementation of planned activities	• Work Plan completed by Summer 2001 • Project activities implemented according to plan

Strategic Services Priorities

Goal:

To support the achievement of IGRS' goals and objectives by providing innovative and responsive Protocol and Events, communications, administrative, financial and planning and policy analysis services.

OBJECTIVES	STRATEGIES / MAIN ACTIVITIES	PERFORMANCE MEASURES	TARGET
Ensure that IGRS' activities are well planned and its resources appropriately allocated by preparing and implementing an effective Performance Plan	• Prepare a three-year Performance Plan • Monitor the implementation of the Performance Plan • Evaluate extent to which plan has been achieved • Update plan as required	• A Performance Plan which is used effectively to guide IGRS' activities and resource allocation	• Annual Performance Report for IGRS prepared by May each year • Three-year Plan updated each year by Jan. 31 of the preceding fiscal year
Attain B.C.'s interests by coordinating social policy development	• Support the F/P/T and P/T Ministerial Councils on Social Policy Renewal • Ensure that the Social Union Framework Agreement(SUFA) is consistently implemented across ministries and that the principles agreed to by the Premiers in the SUFA are reflected in the development and negotiation of new social programs	• Completion of Mobility Report for years 2 and 3 • Completion of 3-year review of SUFA • Implementation of measures to involve aboriginal organizations in SUFA. • B.C. priorities supported by other governments and in decisions of the Ministerial Councils	• Mobility reports completed by spring 2001 and 2002 • Completion of review of SUFA by 2002 • Concrete measures implemented in time for three-year review • B.C. priorities reflected in Council annual report
Achieve B.C.'s interests in its relations with its northern neighbours	• To develop and implement an intergovernmental northern strategy for B.C.	• A strategy that effectively incorporates B.C.'s interests in this area • Reflection of this strategy in the programs and actions of B.C. government ministries and agencies	• Strategy developed during 2001 • Ministry/agency programs and actions in keeping with strategy by 2002/03
Raise public awareness and understanding of B.C.'s position in negotiations with other governments as public support is needed to achieve policy objectives.	• Communications planning, issues management, media relations and responding to public inquiries	• Up to date issue tracking systems to facilitate quick response to questions • Having B.C.'s position accurately covered by the news media	• Issues tracked at least monthly • Major issues accurately reflected in the media

OBJECTIVES	STRATEGIES / MAIN ACTIVITIES	PERFORMANCE MEASURES	TARGET
Achieve excellence in financial, administrative and personnel services	• Provide financial and administrative planning and management to support IGRS	• Up to date financial activities and reports readily available to decision-makers	
	• Promote training and career development opportunities for IGRS staff	• Training plans developed and implemented for all staff	• Training plans developed for 100% of staff by fall 2002
Provide excellent service to Protocol & Events clients	• Strengthen relations with Consular and Diplomatic Corps	• Enhanced working relationship	• Continuing
Strengthen core programs of Protocol and Events	• Forge stronger links with stakeholders and customers	• Strong, effective working relationships with stakeholders	• Continuing
	• Quality delivery of Ceremonial and Official Visits	• Effective delivery of the Long Service Awards	• October 2001
		• Effective delivery of the Order of B.C. Awards	• June 2001
	• Enhance delivery of visitor and precinct services	• Review and clarify Immunities, Privileges & Benefits	• Continuing
	• Build skills and capacity of staff to support excellent service delivery	• Delivery of annual briefing session	• 2002
		• Complete review of Procedures & Regulation	• Fall 2001
		• Updated reference material	• 2002/03
		• Review delivery and publish new multi-lingual brochures	• 2001/02
		• Enhance preparation of Educational Tour in cooperation with Legislative Assembly so that school groups are better prepared	

Links to Government Priorities

The objectives of the Intergovernmental Relations Secretariat (IGRS) are linked to key priorities of government.

B.C. Government 2001-2004 Strategic Plan - Goals and Objectives/Strategies

- British Columbians will be Healthy
- The Quality of Our Health Care will continue to improve
- B.C. will keep its Financial House in Order
- All British Columbians will have Greater Opportunities to get the Education and Training they need
- Learning Environments and Results in B.C.'s Public Schools will continue to improve
- B.C.'s Modern Economy will work for Everyone
- Families will be better able to Balance their Work and Home Lives and make ends meet
- All Citizens will be able to lead Lives of Dignity and Security
- Women will achieve greater Economic and Social Equality
- Our Communities will be Safer
- B.C.'s Natural Heritage will be Safeguarded, and our Quality of Life will improve

IGRS Objectives

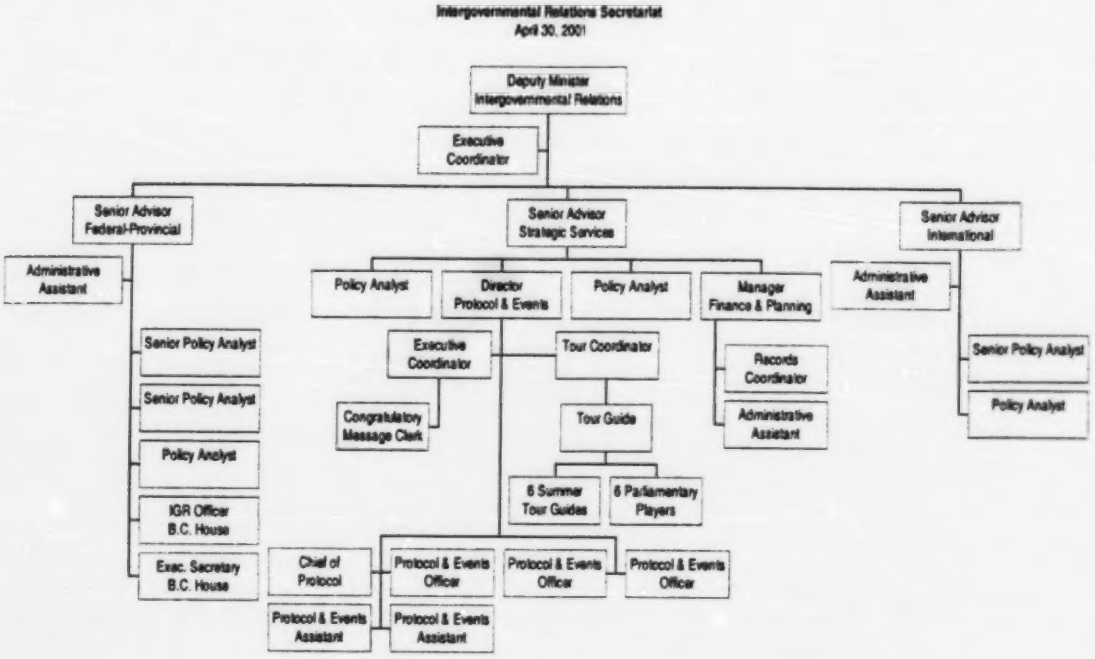
- Ensure a corporate perspective in B.C.'s federal-provincial relations to enhance the Province's ability to influence the federal government's decisions impacting B.C.
- Ensure B.C.'s positions are strongly advanced and effectively addressed in intergovernmental discussions and decisions
- Support ministries on specific intergovernmental negotiations as defined by the Premier and Cabinet
- Advance the interests of B.C. and the provinces participating in national unity initiatives
- Enhance intergovernmental cooperation in support of B.C.'s responsibilities and undertakings with respect to official languages (outside education)
- Improve and strengthen B.C.'s influence on federal-provincial matters in Ottawa
- Advance B.C.'s interests on the national agenda at the APC 2001
- Strengthen and support cross-government coordination on international matters
- Improve the effectiveness of B.C./U.S. relations
- Strengthen B.C.'s Asia-Pacific relations
- Enhance B.C.'s relations with other key global regions
- Improve B.C.'s outreach to the international community
- Ensure that IGRS' activities are well planned and its resources appropriately allocated by preparing and implementing an effective Performance Plan
- Attain B.C.'s interests by coordinating social policy development
- Achieve B.C.'s interests in its relations with its northern neighbours
- Raise public awareness and understanding of B.C.'s position in negotiations with other governments as public support is needed to achieve policy objectives
- Achieve excellence in financial, administrative and personnel services
- Provide excellent service to Protocol and Events clients
- Strengthen core programs of Protocol and Events

How they are linked

Effective federal-provincial, inter-provincial and international relations will be required to achieve many aspects of the eleven government goals and objectives. Agreements reached with the federal government in September, 2000, on health care and early childhood development were significant steps in ensuring British Columbians will be healthy and that the quality of our health care will continue to improve.

The IGRS objectives outlined in this Performance Plan will advance the government's overall goals and objectives/ strategies in the inter-governmental sphere through consistent, focused pursuit of B.C.'s intergovernmental objectives.

Secretariat Organization



Resource Linkage

2001-2002 Fiscal Year

ACTIVITY	FTE'S	BUDGET ($ THOUSANDS)
Federal-Provincial Priorities	8.5	$ 799
International Priorities	4	$ 377
Strategic Services Priorities	20.5	$2,049
Executive	2	$ 189
Total	35	$3,414

Customers

Internal Customers

* Minister's Office
* Premier's Office
* Executive Council
* Ministries responsible for key government priorities
* Other ministries
* Legislative Assembly
* Speaker's Office
* Office of the Lieutenant Governor

External Customers

* Federal government
* Other provincial and territorial governments
* News media
* General public
* B.C. Consular Corps
* Non-government organizations